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Personnel Practices III: Employee Services, Work Rules

by Harriet Gorlin

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THE ATMOSPHERE IN THE WORKPLACE is highly affected by and is, in part, a product of the company's work rules and employee services. What workers may expect each day in terms of conveniences and restrictions, assistance and discipline is the subject of this report, the third in The Conference Board's current examination of personnel practices in the workplace.[1] Together, these reports afford an intimate but sweeping view of the substance of employee relations—the quid pro quo beyond wages and salaries.

Grievance Systems

A comparison with the Board's previous survey on personnel practices, conducted 15 years ago, indicates that emphases in workplace rules and services have changed. Through its Information Service and various Councils, the Board has always been uniquely aware of the areas of concern to its Associate Members. Survey questions are chosen on this basis. For example, questions included in the previous survey on disciplinary measures for insubordination, carelessness, dishonesty, intoxication and fighting are no longer being asked in the same form. Most business organizations now provide employees with an internal means of adjudication in unsatisfactory situations. The emphasis is on grievance systems, union and nonunion, employee advisory councils, and ombudspersons. Two out of three responding firms provide a grievance system for nonunion employees; about 10 percent overall support employee advisory boards; and in half the companies someone is designated to hear and advise grievants.[2]

[1]Harriet Gorlin, *Personnel Practices I: Recruitment, Placement, Training, Communication* and *Personnel Practices II: Hours of Work, Pay Practices, Relocation*. The Conference Board, Information Bulletins No. 89 and 92, 1981.

[2]For a fuller discussion of grievance systems, see: Ronald Berenbeim, *Nonunion Complaint Systems: a Corporate Appraisal*. The Conference Board, Report No. 770, 1980.

Sensing Techniques

Moreover, management is now concerned with why negative behavior occurs and how—besides taking disciplinary actions—these problems can be solved or avoided. Companies today use a number of sensing techniques, such as attitude surveys, exit interviews, open meetings, "open door" policies, and "speak out" programs. Employee attitude surveys are used by two out of five responding companies; exit interviews by four out of five; and the other devices to a somewhat lesser degree.

Advisory Services

The skilled employee, trained by the company and familiar with its procedures and policies, is regarded as a valuable resource in whom the company has a substantial investment. To protect this investment, employers are willing to initiate new programs to meet the needs of employees, even those that stem from sources not related to the job. Counseling for troubled employees is among the new programs being undertaken today. Workers who are alcoholics or other drug abusers, compulsive gamblers, those in financial straits, those suffering stress or depression, and those having marital problems or other family disruptions are provided with counseling in one-third of the survey group.[3] This counseling may take the form of special inhouse programs, educational campaigns, or referrals to outside professionals or organizations. While these counseling programs seem to be on the rise at present, time will indicate their effectiveness in retaining workers and preserving or raising their productivity.

In another way, 30 percent of the firms that conduct exit interviews do so for the purpose of retaining or redeploying desirable employees. This purpose was not mentioned at all in answers to questions on exit interviews 15 years ago.

[3]For a comprehensive study of alcoholism programs, see: Richard Weiss, *Dealing with Alcoholism in the Workplace*. The Conference Board, Report No. 784, 1980.

Other Services

Other new forms of assistance offered to workers include preparation for retirement; flu shots and blood pressure checks at the worksite by 40 percent of the respondents; physical fitness regimens by 10 percent; and stop-smoking programs by 9 percent. And while much is written in the press about the need for child-care facilities for the very young children of working parents, survey participants indicate that this may be an "idea whose time has come," but whose place is yet to be determined. Only 5 percent of the firms are involved in any aspect of child-care assistance—counseling and referral for the most part. Placement in a company-operated facility is available in less than one percent of the survey group.

Some highlights of other employee services and work rules are summarized below:

- Programs to promote safety and industrial hygiene are conducted by over 90 percent of total respondents for blue-collar workers and by 60 percent for other employees.
- Of the nearly 60 percent of respondents retaining medical personnel on some basis, three out of four provide a full-time nurse on the premises.
- Over 25 percent of the reporting companies provide a scholarship plan for the children of full-time employees.
- In two out of three of the reporting firms, excluding banks, an employee credit union is available.
- Four percent of the survey participants consider moonlighting a problem among blue-collar workers, and about 40 percent make an effort to discourage it among all employees.
- The annual absentee rate, estimated by survey respondents, is 4.3 percent for production and operations workers, 3 percent for office and clerical employees, and 2 percent for lower-level exempt personnel. The number of companies conducting absenteeism reduction programs for these employee groups are two-thirds, one-half, and two-fifths, respectively, of all respondents. Generally, these programs involve disciplinary action, including the docking of wages.
- Thirty percent of all respondents report that employee theft of tools, equipment or other company property by blue-collar workers is a serious problem. White-collar theft is considered serious by 13 percent of all respondents.

ABOUT THE SURVEY SAMPLE

In the last quarter of 1979, a list of over 6,000 companies in five major industries—manufacturing, gas and electric utilities, retail trade, banking and insurance—was divided at random to provide four sample groups, each composed of the same industrial mix. Similarly, an extremely lengthy list of questions was divided into four questionnaires. A different questionnaire was sent to each group. The responses, which ranged from 500 to 600 per questionnaire, are the basis for this report.[1] One of the criteria for the selection of the original 6,000 companies was employment size. Two hundred employees was the minimum number for companies in manufacturing and retail trade, 100 for the utilities, and 50 for banking and insurance firms. Companies were grouped in small, medium and large categories as follows:

	Company Size by Number of Employees		
Industry	*Small*	*Medium*	*Large*
Manufacturing...	200-999	1,000-4,999	5,000 and over
Gas and electric utilities.....	under 2,500		2,500 and over
Retail trade.....	under 2,500		2,500 and over
Banking.....	under 500		500 and over
Insurance.....	under 1,000		1,000 and over

[1]The response rate for the retail trade group was considered too low for presentation in this report. Figures, such as they are, will be made available upon request.

Information about the prevalence of personnel practices, employee services and work rules was elicited for three employee classes:

(1) Nonexempt nonoffice personnel, consisting of production, maintenance, warehousing and materials-handling workers in manufacturing; power plant, transmission and maintenance people in gas and electric utilities; and store personnel only—such as sales clerks, order clerks, stock clerks, check-out and wrapping clerks, and cashiers—in retail trade. This category was not applicable to banking and insurance companies.

(2) Nonexempt office personnel in clerical and technical jobs.

(3) Lower level exempt personnel in professional and technical positions, including first-line supervisors, floor managers, sales managers, and project managers.

Respondents were instructed to report practices at the locations affecting the largest number of each employee class, if they were multilocation employers.

The following tables indicate the general composition of the survey respondent groups involved in this part of the report.

Group 1: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	306	100	96	31	105	34	105	34
Gas and electric utilities	40	100	23	58			17	42
Retail trade	32	100	14	44			18	56
Banking	127	100	59	47			68	53
Insurance	52	100	26	50			26	50

Number and Type of 306 Responding Manufacturers by Employment Size

SIC[1]	Industry	Total Respondents		Small	Medium	Large
		Number	Percent[2]	Number	Number	Number
20	Food and kindred products	36	12	13	12	11
21	Tobacco	1	*	—	1	—
22	Textile mill products	8	3	3	3	2
23	Apparel	9	3	2	6	1
24	Lumber and wood products	1	*	1	—	—
25	Furniture and fixtures	3	1	—	1	2
26	Paper and allied products	10	3	—	4	6
27	Printing, publishing and allied products	14	5	2	9	3
28	Chemicals and allied products	28	9	6	6	16
29	Petroleum refining	9	3	1	1	7
30	Rubber products	11	4	7	2	2
31	Leather and leather products	1	*	1	—	—
32	Stone, clay and glass products	12	4	2	4	6
33	Primary metal industries	14	5	3	6	5
34	Fabricated metals	44	14	23	16	5
35	Machinery (not electrical)	21	7	10	9	2
36	Electrical machinery, equipment and supplies	38	12	8	11	19
37	Transportation equipment	12	4	—	5	7
38	Professional and scientific instruments	4	1	2	1	1
39	Miscellaneous manufacturing	30	10	12	8	10

Median number of employees in manufacturing: 2,200 (range: 200—550,000)

*Less than one percent

[1]Standard Industrial Classification

[2]Does not add to 100% because of rounding

Group 2: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	294	100	100	34	102	35	92	31
Gas and electric utilities	41	100	18	44			23	56
Retail trade	28	100	14	50			14	50
Banking	134	100	61	46			73	54
Insurance	54	100	32	59			22	41

Number and Type of 294 Responding Manufacturers by Employment Size

SIC[1]	Industry	Total Respondents		Small	Medium	Large
		Number	Percent[a]	Number	Number	Number
20	Food and kindred products	27	9	10	9	8
21	Tobacco	3	1	—	2	1
22	Textile mill products	5	2	2	2	1
23	Apparel	5	2	2	3	—
24	Lumber and wood products	6	2	2	3	1
25	Furniture and fixtures	3	1	1	2	—
26	Paper and allied products	15	5	8	3	4
27	Printing, publishing and allied products	14	5	5	6	3
28	Chemicals and allied products	37	13	13	8	16
29	Petroleum refining	12	4	3	2	7
30	Rubber products	7	2	1	4	2
31	Leather and leather products	—	—	—	—	—
32	Stone, clay and glass products	14	5	7	3	4
33	Primary metal industries	17	6	8	3	6
34	Fabricated metals	33	11	13	16	4
35	Machinery (not electrical)	19	6	5	10	4
36	Electrical machinery, equipment and supplies	40	14	11	13	16
37	Transportation equipment	7	2	1	1	5
38	Professional and scientific instruments	2	*	—	—	2
39	Miscellaneous manufacturing	28	10	8	12	8

Median number of employees in manufacturing: 1,700 (range: 204—533,000)

*Less than one percent

[1]Standard Industrial Classification

[a]Does not add to 100% because of rounding

Group 3: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	328	100	98	30	114	35	116	35
Gas and electric utilities	26	100	16	62			10	38
Retail trade	26	100	8	31			18	69
Banking	131	100	59	45			72	55
Insurance	56	100	28	50			28	50

Number and Type of 328 Responding Manufacturers by Employment Size

SIC[1]	Industry	Total Respondents		Small	Medium	Large
		Number	Percent[a]	Number	Number	Number
20	Food and kindred products	29	9	10	8	11
21	Tobacco	—	—	—	—	—
22	Textile mill products	5	2	1	2	2
23	Apparel	10	3	3	4	3
24	Lumber and wood products	4	1	3	1	—
25	Furniture and fixtures	5	2	—	2	3
26	Paper and allied products	18	6	2	7	9
27	Printing, publishing and allied products	18	6	7	10	1
28	Chemicals and allied products	21	6	4	2	15
29	Petroleum refining	14	4	—	5	9
30	Rubber products	12	4	3	4	5
31	Leather and leather products	4	1	3	1	—
32	Stone, clay and glass products	11	3	3	5	3
33	Primary metal industries	20	6	6	4	10
34	Fabricated metals	46	14	26	14	6
35	Machinery (not electrical)	23	7	10	9	4
36	Electrical machinery, equipment and supplies	36	11	5	17	14
37	Transportation equipment	12	4	3	4	5
38	Professional and scientific instruments	11	3	2	7	2
39	Miscellaneous manufacturing	29	9	7	8	14

Median number of employees in manufacturing: 2,300 (range: 200—611,000)

[1]Standard Industrial Classification

[a]Does not add to 100% because of rounding

Group 4: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	341	100	101	30	121	35	119	35
Gas and electric utilities	33	100	28	85			5	15
Retail trade	30	100	13	43			17	57
Banking	110	100	57	52			53	48
Insurance	59	100	26	44			33	56

Number and Type of 341 Responding Manufacturers by Employment Size

SIC[1]	Industry	Total Respondents		Small	Medium	Large
		Number	Percent[a]	Number	Number	Number
20	Food and kindred products	31	9	8	14	9
21	Tobacco	—	—	—	—	—
22	Textile mill products	9	3	2	4	3
23	Apparel	8	2	4	4	—
24	Lumber and wood products	8	2	1	6	1
25	Furniture and fixtures	5	2	4	—	1
26	Paper and allied products	14	4	4	3	7
27	Printing, publishing and allied products	22	7	6	12	4
28	Chemicals and allied products	34	10	5	12	17
29	Petroleum refining	14	4	—	4	10
30	Rubber products	4	1	2	—	2
31	Leather and leather products	3	*	—	2	1
32	Stone, clay and glass products	13	4	6	3	4
33	Primary metal industries	16	5	4	6	6
34	Fabricated metals	44	13	19	15	10
35	Machinery (not electrical)	24	7	11	8	5
36	Electrical machinery, equipment and supplies	38	11	10	14	14
37	Transportation equipment	11	3	3	2	6
38	Professional and scientific instruments	7	2	4	1	2
39	Miscellaneous manufacturing	36	11	8	11	17

Median number of employees in manufacturing: 2,238 (range: 205—640,000)

*Less than one percent

[1]Standard Industrial Classification

[a]Does not add to 100% because of rounding

EMPLOYEE SERVICES

I. Health Services

Table 1: General Medical Services

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Hospital care on premises		2		1		1		2		2		2		—		—		—		—		—		—		2
Clinic service on premises		26		24		24		28		28		28		12		18		18		5		5		39		37
Visiting nurse service		6		5		5		6		5		5		12		12		12		2		*		8		8
Blood-pressure checks at the workplace	146	39	210	39	208	38	138	40	143	42	143	42	8	24	12	36	11	33	25	23	24	22	30	51	30	51
Number of reporting respondents	134	100	192	100	190	100	126	100	127	100	126	100	8	100	11	100	11	100	24	100	23	100	30	100	30	100
Frequency																										
Annually		39		43		43		39		40		40		38		27		27		54		52		53		53
Semiannually		7		5		5		7		6		6		13		9		9		4		4		—		—
Intermittently		10		8		8		11		10		10		—		—		—		13		13		—		—
On request of employee		37		34		34		37		37		37		38		55		55		13		13		33		33
Other		7		9		9		6		6		6		13		9		9		17		17		13		13
Provision of treatment at workplace		10		10		10		10		9		10		13		17		18		8		8		10		10
Flu shots at the workplace	159	43	245	45	242	45	145	43	156	46	155	45	14	42	14	42	14	42	37	34	35	32	38	64	38	64
Number of reporting respondents	143	100	220	100	218	100	131	100	141	100	140	100	12	100	12	100	12	100	30	100	29	100	37	100	37	100
Frequency																										
Annually		71		75		76		71		71		72		75		75		75		83		83		86		86
Only before a predicted epidemic		24		20		20		24		23		23		25		25		25		17		17		11		11
On request of employee		3		2		2		4		4		4		—		—		—		—		—		—		—
Other		*		2		1		*		2		1		—		—		—		—		—		3		3
Individual health screenings	109	29	142	26	166	31	106	31	99	29	119	35	3	9	3	9	5	15	10	9	10	9	30	51	32	54
Frequency																										
Number of reporting respondents	85	100	109	100	135	100	83	100	75	100	94	100	2	100	2	100	4	100	7	100	8	100	25	100	29	100
Annually		59		60		62		58		57		62		100		100		100		29		25		72		69
Semiannually		5		4		4		5		5		5		—		—		—		—		—		—		—
Varies by age of employee, job level, or job risk		19		15		14		19		19		16		—		—		—		14		25		4		7
At time of hiring		7		7		7		7		7		5		—		—		—		14		25		8		10
On request of employee		2		6		4		2		5		4		—		—		—		14		13		4		3
Other		8		9		8		8		7		7		—		—		—		29		13		12		10
Who conducts screenings																										
Number of reporting respondents	88	100	114	100	137	100	85	100	77	100	95	100	3	100	3	100	5	100	8	100	8	100	26	100	29	100
Company medical personnel		68		68		59		67		68		56		100		100		60		25		25		81		79
Outside medical personnel		28		27		34		29		27		38		—		—		20		63		63		19		17
Other		5		5		7		4		5		6		—		—		20		13		13		—		3

*Less than one percent

Table 2: Medical Personnel

Practice[1]

	Number of Respondents by Industry															
	Total Respondents			**Manufacturing**			**Gas & Electric Utilities**			**Banking**			**Insurance**			
	No.	%		No.	%		No.	%		No.	%		No.	%		
Total Respondents	543	100		341	100		33	100		110	100		59	100		
Respondents retaining medical personnel	323	59		238	70		15	45		21	19		49	83		
For respondents with such provision:	323	100		238	100		15	100		21	100		49	100		
	Full-time	Part-time	On call	Full-time	Part-time	On call	Full-time	Part-time	On call	Full-time	Part-time	On call	Full-time	Part-time	On call	
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Type of medical personnel retained																
Nurse	75	2	3	79	1	3	60	—	7	52	5	5	67	8	2	
General medical doctor	33	23	20	31	22	22	7	27	20	14	14	29	59	27	8	
First-aid attendant	27	2	4	34	1	4	20	—	—	10	5	—	6	4	4	
Industrial hygienist	21	*	2	26	1	3	13	—	—	—	—	—	6	—	—	
X-ray technician	16	1	*	17	2	*	13	—	—	5	—	—	18	—	—	
Psychologist	5	2	3	5	1	3	—	—	—	—	—	10	4	6	2	
Optometrist	2	2	2	2	3	3	—	—	—	—	—	—	4	2	—	
Psychiatrist	1	2	6	1	3	7	—	—	—	—	—	5	2	2	2	
Dermatologist	1	2	2	1	2	3	—	—	—	—	—	—	2	2	—	
Dentist	1	2	1	*	*	2	—	—	—	—	—	—	4	8	—	
Other[2]	5	*	*	4	*	*	—	—	—	5	—	—	10	2	—	

*Less than one percent

[1]The retention of medical personnel is not related to employee group.

[2]Includes dental hygienists, laboratory technicians, paramedics and physical therapists

Table 3: Stop-Smoking Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with programs	27	7	50	9	48	9	26	8	31	9	29	9	1	3	2	6	2	6	7	6	7	6	10	17	10	17
For respondents with programs:	27	100	50	100	48	100	26	100	31	100	29	100	1	100	2	100	2	100	7	100	7	100	10	100	10	100
Features of program																										
Poster and sign campaign		67		66		65		69		71		69		—		50		50		29		29		80		80
Sponsorship of withdrawal clinic		52		58		58		50		52		52		100		100		100		86		86		50		50
Distribution of educational materials		7		8		8		8		6		7		—		—		—		—		—		20		20
Provision of reward for quitting		7		6		6		8		6		7		—		—		—		14		14		—		—
Segregation of work areas for smokers		7		10		6		8		16		10		—		—		—		—		—		—		—
Other		—		6		6		—		3		3		—		—		—		—		—		20		20

Table 4: Physical Fitness Programs

Practice	Number of Respondents by Industry and Employee Group																								
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with programs	38	10	60	11	67	12	36	11	41	12	47	14	2	6	3	9	3	9	3	3	3	3	13	22	14	24
For respondents with programs:	38	100	60	100	67	100	36	100	41	100	47	100	2	100	3	100	3	100	3	100	3	100	13	100	14	100
Features of program																										
Initial physical examination		50		52		46		53		56		53		—		—		—		—		—		62		43
Periodic health evaluations		26		32		33		28		32		34		—		—		—		—		—		46		43
Individualized exercise program		32		35		36		31		39		40		50		33		33		—		—		31		29
Structured general exercise classes		32		37		36		31		37		36		50		67		67		33		33		31		29
Provision of a physical fitness facility																										
On the premises		24		32		28		22		32		28		50		33		33		33		33		31		29
Off site		21		20		22		22		27		30		—		—		—		33		33		—		—
Nutrition counseling		18		28		25		19		24		21		—		33		33		33		33		38		36
Health problem clinics		5		8		9		6		5		6		—		—		—		33		33		15		14
General educational campaign on physical fitness		42		50		48		42		49		47		50		67		67		33		33		54		50
Requirement of a fee for participation		29		22		22		28		24		26		50		33		33		33		33		8		7
Program open to retired employees		34		27		28		31		24		26		100		67		67		—		—		31		36

Table 5: Programs to Promote Safety and Industrial Hygiene

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	314	91	327	62	335	64	275	90	245	80	253	83	39	98	38	95	39	98	27	21	26	20	17	33	17	33
For respondents with programs:	314	100	327	100	335	100	275	100	245	100	253	100	39	100	38	100	39	100	27	100	26	100	17	100	17	100
Features of program[1]																										
Training in safety and industrial hygiene		90		71		78		89		75		84		97		82		87		30		31		47		47
Posters displayed		86		80		81		87		82		84		79		76		72		67		65		76		76
Articles on safety in employee publications		70		68		69		68		67		69		82		76		77		63		62		65		65
Brochures distributed		65		61		63		63		61		64		79		76		77		41		38		59		59
Safety manual provided		43		32		38		40		31		38		67		55		62		11		8		24		24
Safety contests conducted		43		28		30		42		30		33		54		45		44		—		—		6		6
For respondents with training programs in safety and industrial hygiene techniques:	284	100	231	100	262	100	246	100	184	100	212	100	38	100	31	100	34	100	8	100	8	100	8	100	8	100
Training conducted by																										
Safety and industrial hygiene department		64		63		65		62		63		65		76		71		76		38		38		50		38
Personnel department		49		47		48		51		48		49		37		45		44		13		13		63		63
Foremen, supervisors or other company personnel		64		48		45		61		47		43		79		55		56		38		38		63		63
Vendors of equipment or other suppliers		23		16		22		21		15		21		34		19		26		25		25		25		25
Instructors from outside organizations		25		25		27		27		27		28		16		13		15		25		25		38		38

[1]To a much lesser degree, other features—including special safety committees, meetings, awards and special publications—were reported by all respondents with programs.

Table 6: Counseling Programs for Troubled Employees

Practice[1]	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with programs	129	34	185	34	184	34	117	34	117	34	118	35	12	36	12	36	12	36	34	31	32	32	22	37	22	37
For respondents with programs:	129	100	185	100	184	100	117	100	117	100	118	100	12	100	12	100	12	100	34	100	32	100	22	100	22	100
Type of personal problem addressed																										
Alcoholism		86		80		80		85		82		81		100		100		100		59		63		91		91
Drug abuse other than alcoholism		76		70		70		74		73		71		92		92		92		44		47		86		86
Marital difficulties		45		50		49		43		44		44		67		58		50		53		56		68		68
Other family problems and disruptions		47		52		51		45		47		46		58		58		50		56		56		68		68
Financial burdens[2]		46		53		53		44		44		42		58		58		58		68		72		77		77
Legal problems[3]		32		40		41		32		32		32		33		42		42		47		50		73		73
Depression		45		49		51		44		44		45		58		58		58		50		53		73		73
Compulsive gambling		25		30		30		22		22		22		50		50		50		38		41		50		50
Other[4]		9		10		11		8		8		8		25		25		25		9		9		18		18
Program conducted cooperatively with:																										
Labor unions		18		5		1		17		5		*		25		25		8		—		—		—		—
Community groups		3		2		2		3		3		3		—		—		—		—		—		—		—
Other companies		12		8		8		10		9		9		25		25		25		3		3		—		—
Other[4]		8		8		8		6		6		6		25		25		25		12		13		5		5
Persons who may participate in program																										
Regular employees		88		88		88		87		88		88		100		100		100		76		75		95		95
Retired employees		22		21		21		19		18		18		50		50		50		18		19		27		27
Members of employee's family																										
Through employee referral only		23		22		22		21		23		23		42		33		25		21		22		14		14
Employee referral not required		16		15		15		16		16		16		17		17		17		15		16		9		9
Features of program																										
Counseling																										
With supervisor		67		70		70		68		66		66		67		67		67		74		82		86		75
With staff employee counselor		50		54		54		50		52		52		50		50		50		62		66		50		50
Special in-house programs on:																										
Alcoholism		49		44		44		50		52		52		42		42		42		15		13		50		50
Drug abuse other than alcoholism		42		35		35		42		43		42		42		42		42		3		3		41		41
Money management		10		11		11		9		9		8		25		25		25		15		16		14		14
Group therapy		*		*		*		*		*		*		—		—		—		—		—		—		—
Educational campaign on assistance programs																										
Articles in employee publication		36		36		36		32		33		34		67		67		67		24		28		55		55
Distribution of special literature		29		29		29		28		31		31		42		42		42		21		22		27		27
Bulletin-board postings		29		28		29		31		31		31		17		17		17		12		16		41		41
Films		21		19		20		20		21		21		33		33		42		6		6		18		18
Reading racks with special materials		20		18		18		21		20		20		17		17		17		9		9		23		23
Guest speakers at workplace		13		12		13		11		11		11		33		33		33		6		6		18		18
Special employee meetings		13		12		12		13		14		14		17		17		17		6		6		9		9
Special literature sent to employee's home		12		11		11		10		11		11		25		25		25		3		3		14		14

Table 6: Counseling Programs for Troubled Employees (continued)

Practice[1]	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Refers to outside counselor		79		77		77		77		79		79		100		100		100		65		66		73		73
Type of counselor or agency used																										
Number of reporting respondents	102	100	142	100	142	100	90	100	92	100	93	100	12	100	12	100	12	100	22	100	21	100	16	100	16	100
Local hospital or clinic		82		75		75		84		85		84		67		67		67		55		52		56		56
Private psychiatrist or psychologist		58		55		54		57		57		55		67		67		67		32		33		69		69
Mental health association		54		49		49		56		54		53		42		42		42		41		43		38		38
Clergy or church group		19		18		18		18		16		15		25		25		25		9		10		38		38
Police department		10		10		10		10		10		10		8		8		8		9		10		13		13
Other[4]		24		29		29		22		22		22		33		33		33		32		33		63		63
Special employee counselor function																										
Number of reporting respondents	65	100	99	100	99	100	59	100	61	100	61	100	6	100	6	100	6	100	21	100	21	100	11	100	11	100
Background of counselor																										
Employee with some training in counseling		47		51		51		46		45		44		60		60		60		69		69		55		55
Psychologist		13		14		16		14		14		17		—		—		—		8		8		27		27
Recovered alcoholic		15		10		10		14		14		13		20		20		20		—		—		—		—
Paraprofessional in mental health		11		9		8		10		10		9		20		20		20		8		8		—		—
Psychiatrist		4		5		5		4		6		6		—		—		—		—		—		9		9
Other		11		10		10		12[a]		12[a]		11[a]		—		—		—		8		8		9		9
Department in which function is found																										
Personnel		67		70		71		64		66		67		100		100		100		95		95		36		36
Medical		20		18		17		22		20		19		—		—		—		5		5		36		36
Other[7]		13		12		12		14		14		14		—		—		—		—		—		27		27
Provision of program to identify troubled employees who do not apply for assistance	102	79	145	78	141	77	91	78	91	78	89	75	11	92	11	92	11	92	24	71	22	69	19	86	19	86
For respondents with such provision:	102	100	145	100	141	100	91	100	91	100	89	100	11	100	11	100	11	100	24	100	22	100	19	100	19	100
How identification is made																										
Informal observation by:																										
Supervisor		91		92		91		91		92		91		91		91		91		92		91		89		89
Medical department personnel		54		50		49		56		56		55		36		45		45		21		18		58		58
Examination of:																										
Absentee records		83		81		79		82		79		76		91		91		91		75		77		89		89
Job-performance evaluations		78		78		79		77		78		79		91		91		91		67		68		84		84
Accident records		44		30		28		41		34		31		73		73		73		—		—		21		21
Wage garnishment records		18		20		20		15		15		15		36		36		36		25		27		26		26
Medical insurance records		11		9		9		9		9		9		27		27		27		4		5		5		5
Blood checks for alcoholism or other drug abuse		11		8		8		10		8		8		18		18		18		—		—		11		11
Supervisory training in counseling[8]		68		66		71		68		64		70		64		64		64		63		64		79		84

*Less than one percent

[1]To identify and assist employees with serious personal problems

[2]Such as heavy debts, unusual expenses, and sudden losses

[3]Such as lawsuits, evictions and wage garnishments

[4]Any situation perceived by the employee as a serious problem, especially when his or her productivity is affected

[5]Includes local mental health centers, hospitals, state agencies, Alcoholics Anonymous, and the company's health maintenance organization

[6]Includes 11 percent of reporting respondents making referrals to Alcoholics Anonymous

[7]Mainly shared responsibility between the personnel and medical departments

[8]Training in recognizing troubled employees and how to advise them in obtaining help is provided in any formal or informal manner.

[9]Mainly company medical doctor or nurse

Table 7: Preretirement Services

Practice[1]	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking		Insurance	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	543	100	341	100	33	100	110	100	59	100
Special provisions for employees near or at retirement										
Counseling program		42		40		55		38		54
Subscription to a retirement magazine		15		14		30		10		27
Membership in a retirement organization		8		8		9		7		12
Tuition aid for training in a second career or retirement hobby[2]		3		3		—		*		5
Special company club for retired employees only		11		12		9		4		24
Other[3]		5		11		12		5		8

*Less than one percent

[1]Preretirement programs are equally available to the three employee groups specified in this study.

[2]Responses ranged from $300 to $2,500 per year.

[3]Includes exemption from punching time clock, free lunches in company cafeteria, shorter workweeks, flexible time arrangements, pay for attendance at time-and-a-half, discount privileges, and more liberal vacation allowances

Table 8: Preretirement Counseling Programs

Practice[1]	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking		Insurance	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents[2]	230	100	138	100	18	100	42	100	32	100
Median age for program eligibility[3]	55		55		60		55		55	
Median participation rate	90%[a]		89%		[b]		[c]		97%[d]	
Features of program										
Explanation of future financial and medical benefits		88		89		78		86		88
Counseling on a personal basis		60		59		67		57		63
Films on retirement subjects		24		28		11		12		28
Seminars on retirement planning		38		39		28		33		47
For respondents with seminars:	88	100	54	100	5	100	14	100	15	100
Spouse is included		29		32		100		64		53
Median number of sessions[4]	5		6		**		2		2	
Other[5]		4		1		—		2		16

**Insufficient response

[1]Preretirement counseling programs are equally available to the three employee groups specified in this study.

[2]Respondents providing preretirement counseling programs, see Table 7.

[3]Responses ranged from 45 to 65 years of age. Some respondents (about 5 percent) cited no age limitation or a fixed period prior to retirement.

[4]Responses ranged from 1 to 12.

[5]Includes the distribution of retirement planning kits or materials

[a]The median participation rate for lower level exempt employees is 98 percent of respondents with programs.

[b]One hundred percent participation was reported by 62 percent of respondents with programs.

[c]One hundred percent participation was reported by 52 percent of respondents with programs.

[d]One hundred percent participation by lower level exempt employees was reported by 50 percent of respondents with programs.

Table 9: Employee Advisory Boards or Councils

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with employee advisory boards or councils	49	13	51	9	43	8	47	14	33	10	28	8	2	6	2	6	2	6	7	6	4	4	9	15	9	15
For respondents with such boards or councils:	49	100	51	100	43	100	47	100	33	100	28	100	2	100	2	100	2	100	7	100	4	100	9	100	9	100
Employee groups constituting separate boards or councils																										
Rank and file		76		71		58		74		67		50		100		100		50		71		75		78		78
Minorities		4		14		16		4		9		14		—		—		—		29		25		22		22
Women		2		14		16		2		3		7		—		—		—		29		25		44		44
Veterans		4		8		9		4		6		7		—		—		—		14		25		11		11
Handicapped workers		—		6		7		—		—		—		—		—		—		14		25		22		22
Other		6		10		9		6		12		14		—		—		50		14		—		—		—
How members gain seats																										
Popular election		44		28		16		44		37		20		50		50		—		14		25		—		—
Appointment by management		27		40		53		28		37		48		—		—		100		43		50		63		63
Appointment by union		20		4		—		19		3		—		50		50		—		—		—		—		—
General lottery		4		15		16		5		13		12		—		—		—		—		—		38		38
Volunteer membership		2		6		11		2		7		16		—		—		—		14		—		—		—
Other		2		6		5		2		3		4		—		—		—		29		25		—		—
Areas of consideration																										
General company policy		43		59		56		45		55		46		—		—		—		71		100		78		78
Employee complaints or grievances		59		69		51		57		67		43		100		100		50		71		75		67		67
Safety rules and violations		65		53		44		66		55		39		50		50		50		29		25		67		67
Cost reduction		31		37		33		32		39		29		—		—		—		29		50		44		44
Discharge or suspension for excessive absenteeism		22		8		9		23		6		7		—		—		—		—		—		22		22
Discharge or suspension for any cause other than excessive absenteeism		20		6		7		21		3		4		—		—		—		—		—		22		22
Layoffs		20		10		7		21		9		4		—		—		—		—		—		22		22
Promotions		12		16		14		13		15		11		—		—		—		—		—		33		33
Transfers		18		12		9		19		12		11		—		—		—		14		—		11		11
Other[1]		20		22		23		19		18		25		50		50		—		43		50		11		11

[1]Such as recreational activities, planning, incentive programs, suggestion and recognition awards, profit-sharing plans, and credit unions

Table 10: Nonunion Grievance Systems

Practice	Number of Respondents by Industry and Employee Group																								
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with nonunion grievance system	232	62	361	66	350	64	216	63	221	65	213	62	16	48	14	42	15	45	82	75	78	71	44	75	44	75
For respondents with such system:	232	100	361	100	350	100	216	100	221	100	213	100	16	100	14	100	15	100	82	100	78	100	44	100	44	100
Type of system																										
Informal such as "Open Door" policy		60		76		78		61		77		79		50		64		80		71		72		84		84
Formal[1]		41		22		19		41		23		20		44		29		20		26		24		9		9
Other		3		4		3		2		2		2		13		14		—		4		4		7		7
Provision of advisory assistance to employee	152	66	248	69	240	69	144	67	147	67	143	67	8	50	8	57	7	47	60	73	57	73	33	75	33	75
For respondents with such provision:	152	100	248	100	240	100	144	100	147	100	143	100	8	100	8	100	7	100	60	100	57	100	33	100	33	100
Who acts as adviser																										
Personnel department staff member		84		94		94		85		94		93		63		63		71		93		95		100		100
Ombudsperson or employee counselor		7		5		5		7		7		6		—		—		14		—		—		9		9
Employee-elected representative		5		*		*		4		*		—		13		13		14		—		—		—		—
Language translator		3		2		2		3		3		3		—		—		—		—		—		—		—
Any other employee of grievant's choice		3		*		*		3		*		*		—		—		—		—		—		—		—
Other		5		4		3		4		2		3		25		25		—		5		5		—		—

*Less than one percent

[1]Such as a system of steps, pleadings, responses and, perhaps, intervention from outside the company

Table 11: Employee Attitudes

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Methods used to elicit employee attitudes																										
Exit interviews or questionnaires	73		86		87		74		84		87		64		67		70		92		88		93		93	
Attitude surveys	44		45		45		43		45		45		52		55		48		43		43		44		44	
Gripe meetings[1]	30		22		20		30		24		22		36		36		24		13		11		17		17	
Suggestion or gripe box	27		26		24		28		26		23		15		15		15		25		23		34		34	
Speak-out feature in employee publication	11		15		14		10		11		11		21		21		21		20		20		20		20	
Other[2]	4		4		5		4		4		4		3		3		6		5		5		8		8	

[1]Variously described as sensing sessions, communications meetings, bull sessions, and officer-employee forums, among others
[2]Includes president's panels, one-to-one counseling, regular grievance procedures, and employee reviews

Table 12: Employee Attitude Surveys

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower Level Exempt[3]		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents[1]	163	100	244	100	242	100	148	100	155	100	153	100	15	100	18	100	18	100	47	100	47	100	26	100	26	100
Usual method of conducting survey																										
Written questionnaires	66		65		66		64		62		64		87		81		81		73		73		62		62	
Individual interviews	6		6		6		6		8		6		—		—		—		2		2		—		—	
Group interviews	4		3		2		5		4		3		—		—		—		—		—		—		—	
Combination of written questionnaires and individual interviews	24		27		26		25		26		24		13		19		19		25		25		38		38	
Frequency of surveys																										
Semiannually	1		1		*		1		1		*		—		—		—		2		2		—		—	
Annually	9		11		11		10		9		9		7		6		6		13		13		21		21	
Biennially	9		10		8		10		13		10		—		—		—		7		7		8		4	
Whenever a special need is determined	77		73		74		77		75		76		80		81		81		71		71		54		58	
Other	3		5		6		2		2		4		13		13		13		7		7		17		17	
Group of employees usually surveyed																										
All employees or a random sample	81		82		85		79		78		81		100		94		94		85		85		92		92	
Special groups[2]	21		20		19		22		25		24		7		13		13		6		6		15		15	
Employees in trouble spots	12		11		11		13		14		14		7		6		6		9		9		4		4	
Retired employees	1		*		*		1		1		1		—		—		—		—		—		—		—	
Who conducts survey																										
Personnel department staff members	52		53		51		54		53		51		33		38		38		55		52		58		54	
Line managers	3		4		4		3		3		3		—		—		—		11		11		4		4	
Outside consultants	36		33		35		34		34		37		53		50		50		23		25		31		35	
Other[4]	10		10		10		10		10		10		1[5]		13		13		11		11		8		8	
To whom results are communicated																										
Top management	61		66		66		62		66		66		47		50		50		70		70		69		69	
Division "top management"	55		54		55		59		58		59		20		19		19		47		47		65		65	
Middle management	48		47		46		51		51		50		13		13		13		36		36		62		58	
Supervisors	44		46		44		48		49		47		7		6		6		40		40		62		58	
Surveyed employees	35		33		33		39		39		39		—		—		—		26		26		31		31	
All employees	52		54		53		48		47		46		93		88		88		62		62		58		54	
Method of communicating results to employees																										
Reported in a meeting	55		54		54		57		57		58		40		38		38		45		45		58		54	
Separate report distributed	29		32		32		29		28		29		33		31		31		40		40		38		35	
Reported in the employee publication	26		27		27		22		22		23		67		63		63		21		21		42		42	
Report posted on the bulletin board	13		9		9		14		12		10		7		6		6		6		6		4		4	

*Less than one percent

[1]Respondents using attitude surveys to elicit employee attitudes, see Table 11.

[2]Defined by level of employee, operation or location

[4]Includes combinations of personnel department staff members, line managers, outside consultants, or other internal personnel

Table 13: Exit Interviews

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	[1]Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents[1]	272	100	466	100	471	100	251	100	288	100	296	100	21	100	22	100	23	100	101	100	97	100	55	100	55	100
Occasions on which exit interviews or questionnaires are used																										
Resignation		92		95		96		92		95		96		86		91		91		97		97		95		95
Discharge through no fault of employee		67		68		68		69		69		69		48		45		43		67		66		75		75
Discharge for cause		60		59		59		59		58		57		67		59		57		63		64		58		58
Retirement		56		55		55		55		55		54		62		59		57		56		57		51		51
Layoff		46		43		44		47		47		47		33		27		26		37		37		42		42
Purpose of interview or questionnaire																										
To improve personnel practices and procedures		90		92		92		91		92		91		81		82		83		95		96		95		95
To identify problem areas and strong or weak supervisors		50		57		55		52		52		51		24		23		26		77		78		53		53
To improve public and employee relations		41		45		44		42		42		41		33		32		30		52		54		51		51
To counsel departing employees		39		41		40		41		42		42		14		14		13		47		46		33		33
For statistical records and work-force analysis		35		40		40		35		35		35		29		27		26		50		48		55		55
To retain or redeploy desirable employees		29		32		33		30		29		30		19		18		22		42		42		35		35
For outplacement		18		20		21		20		21		23		—		—		—		22		24		18		18
How interview or questionnaire is administered																										
On company premises at, or after, termination		92		91		91		92		93		93		86		86		87		86		87		91		91
By mail after termination		10		14		13		9		8		8		19		18		13		22		21		27		27
By phone after termination		3		3		3		3		2		2		—		—		—		6		6		4		4

[1]Respondents using exit interviews or questionnaires, see Table 11.

Table 14: Employee Credit Unions

Practice[1]	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking	Insurance	
	No.	%	No.	%	No.	%		No.	%
Total Respondents[2]	398	100	306	100	40	100		52	100
Respondents with employee credit unions	239	60	192	63	25	63		22	42
For respondents with employee credit unions:	239	100	192	100	25	100		22	100
Provision of office space by company:									
Rent-free		58		59		46			67
At very low rent		8		8		4			14
At prevailing rate for office space		10		9		13			10
None		24		24		38			10
Provision of staff by company:									
Total staff		10		9		12			20
Some clerical assistance		7		8		—			7
Volunteer staff permitted		6		7		3			—
None[3]		77		76		85			73
Credit union services, other than savings accounts (shares)									
Personal loans		93		91		100			100
Auto loans		88		87		96			91
Home improvement loans		67		67		72			64
Lines of credit		29		29		32			27
Savings certificates		28		27		40			32
Checking accounts (share drafts)		23		21		9			23
Home mortgage loans		20		18		36			14
Prepaid legal services		4		4		—			—
Other, including Christmas clubs		6		6		7			9
Deposits may be made through payroll deductions		96		96		96			100
All services are available to retired employees		77		74		92			82

[1]Employee credit unions are equally available to the three employee groups specified in this study.
[2]Employee credit unions are not applicable to the banking industry.
[3]Credit union pays for its own staff.

Table 15: Loans to Employees

Number of Respondents by Industry and Employee Group

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents[1]	374	100	433	100	433	100	341	100	341	100	341	100	33	100	33	100	33	100	59	100	59	100
Respondents making loans to employees	77	21	102	24	123	28	68	20	79	23	99	29	9	27	9	27	10	30	14	24	14	24
For respondents making such loans:	77	100	102	100	123	100	68	100	79	100	99	100	9	100	9	100	10	30	14	100	14	100
Loan is administered under a formal company employee loan plan		36		37		37		35		38		37		44		44		40		29		29
Basis of funds for loans																						
Current income of company		84		78		79		83		78		79		88		88		89		73		73
Bank, indirectly, through company		4		7		8		5		7		9		—		—		—		9		9
Company-established foundation		4		3		3		5		4		3		—		—		—		—		—
Other[2]		7		11		9		7		10		8		13		13		11		18		18
Cost of loan to employee																						
Interest-free		57		51		54		57		53		57		56		56		50		36		33
Interest-free up to a specified amount, and/or for a limited period		3		3		4		3		4		5		—		—		—		—		—
Low rate of interest[3]		21		24		21		20		22		18		33		33		30		27		33
Preferential rate from a bank		6		7		5		7		7		5		—		—		—		9		8
Varies—no set policy		10		12		14		11		13		14		—		—		10		18		17
Other		3		3		2		2		1		—		11		11		10		9		8
Purposes for which loans are approved																						
Personal emergencies[4]		65		66		54		66		68		58		56		56		40		57		57
Purchase of a home[5]		12		19		26		13		14		23		—		—		10		57		57
Death in the family		17		19		15		19		20		15		—		—		—		21		21
Education of employee		14		19		15		16		18		14		—		—		—		36		36
Education of employee's family		9		13		11		10		11		9		—		—		—		29		29
Home repairs and remodeling		8		9		1		7		6		5		11		11		10		21		21
Purchase of an automobile		8		9		7		9		6		5		—		—		—		29		29
Other[6]		6		10		9		3		6		5		33		33		40		14		14
Provision of option to repay loan through payroll deductions		69		67		63		65		63		60		100		100		100		75		75
Type of security required on home purchase loans																						
Number of reporting respondents[7]	7	100	16	100	29	100																
Personal note only		43		44		62																
Note and first mortgage		—		6		3																
First mortgage only		—		6		3																
Second mortgage only		14		6		14																
First or second mortgage		14		6		3																
Vested portion of employee's profit-sharing or savings plan account		14		19		10																
Other		14		13		3																

[1]Banks have been omitted from questions regarding loans to employees for obvious reasons.
[2]Includes funds in profit-sharing or savings plan
[3]Equal to the effective prime rate or less
[4]Such as sudden illness, accident or fire
[5]Not as a consequence of a company-initiated transfer
[6]Includes discretionary use by employee
[7]Responses were insufficient for presentation by industry.

Table 16: Scholarship Plans for Employees' Children

Practice[1]	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking		Insurance	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	525	100	306	100	40	100	127	100	52	100
Respondents with programs	145	28	112	37	11	28	9	7	13	25
For respondents with programs:	145	100	112	100	11	100	9	100	13	100
Eligible employees										
Full-time		96		96		100		100		100
Part-time		17		13		18		44		31
Temporary		3		4		9		—		—
Temporarily laid off		8		10		9		—		—
Retired		39		39		27		44		46
Deceased		32		31		36		22		46
Eligible relatives										
Son or daughter		100		100		100		100		100
Stepchild		65		63		55		67		92
Legal ward		48		45		36		78		69
Grandchild		6		5		9		11		8
Employee must fulfill a length of service for eligibility[2]		31		30		9		67		31
Plan is limited to employees who earn less than a specified annual salary[3]		3		4		—		11		—
Scholarship recipients are selected by:										
Group of company personnel		17		19		9		—		8
Outside group of educators, community leaders, or others		33		23		55		13		23
National Merit Scholarship Corporation		43		44		18		50		62
College Scholastic Service		7		6		9		25		8
Other		9		9		9		12		—
Basis for selecting recipients										
Scholastic merit		89		88		91		89		100
Leadership qualities		53		50		73		56		62
Financial need		36		36		9		56		46
Extracurricular activities		43		39		64		67		54
Imposition of a minimum on value of grant		60		60		64		67		54
Median minimum grant per year[4]		$500		$500		$500		$500		$500
Imposition of a maximum on value of grant		78		76		73		100		92
Median maximum grant awarded[5]		$2,000		$2,000		$1,000		$1,500		$2,000
Means of financing scholarship fund										
Company-established foundation		33		33		20		—		38
Company's current income		63		53		80		100		54
Other		4		4		—		—		8

[1]Scholarship plans for employees' children are equally available to the three groups of employees specified in this study.
[2]Seventy percent of all respondents reported a length of service requirement of 1 to 2 years.
[3]Responses were too few to determine a reliable median, but maximum annual salaries ranged from $25,000 to $80,000.
[4]Responses ranged from $100 to $2,500 per year.
[5]Responses ranged from $100 to $5,000 per year.

Table 17: Employee Discounts

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Company products are made available to employees at a discount		49		47		47		52		52		52		28		28		28		44		43		42		40
Company store is available for employees		23		16		16		24		24		24		13		13		13		2		2		8		8
Company arranges discount service[1]		30		29		29		29		29		30		40		40		40		21		20		40		40

[1]An arrangement is made with retailers or wholesalers in the community for employees to be able to buy certain products (company and/or noncompany) at a discount.

IV. Special Services and Conveniences

Table 18: Child-Care Assistance

Number of Respondents by Industry and Employee Group

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents providing child-care assistance	18	5	27	5	27	5	17	5	18	5	17	5	1	3	1	3	1	3	4	4	4	4	4	7	5	8
For respondents with such assistance	18	100	27	100	27	100	17	100	18	100	17	100	1	100	1	100	1	100	4	100	4	100	4	100	5	100
Type of assistance provided																										
Individual counseling		50		52		52		47		44		47		100		100		100		75		75		50		40
Referral to child-care facility in the community																										
Employee pays full cost		61		59		59		59		56		59		100		100		100		50		50		75		60
Company pays full cost		—		4		4		—		—		—		—		—		—		—		—		25		20
Employee and company share cost		11		7		7		12		11		12		—		—		—		—		—		—		—
Company maintains current list of facilities in the community		39		30		30		41		39		41		—		—		—		25		25		—		—
Placement in company-operated facility[1]		11		7		7		12		11		12		—		—		—		—		—		—		—

[1]Employee pays a fee.

Table 19: Commutation Assistance

Number of Respondents by Industry and Employee Group

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs	67	19	107	20	115	21	63	19	71	22	76	23	4	15	6	23	7	27	11	8	12	9	19	34	20	36
For respondents with programs:	67	100	107	100	115	100	63	100	71	100	76	100	4	100	6	100	7	100	11	100	12	100	19	100	20	100
Features of program																										
Assistance in organizing car pools		78		76		72		78		76		72		75		67		57		45		50		95		90
Van pooling provided		21		29		28		22		32		30		—		—		—		18		17		32		35
Efforts made to obtain convenient city bus schedules		16		22		22		17		17		16		—		—		—		27		33		47		45
Free shuttle service provided from a central location		12		10		10		13		11		11		—		—		—		9		8		11		10
Public transportation subsidized to some degree		9		23		23		8		10		9		25		33		29		55		58		53		50
Other		4		5		6		5		6		8		—		—		—		—		—		5		5

Table 20: Employee Parking

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Parking facilities provided for employees who drive to work		85		73		78		85		85		91		85		69		81		47		48		66		71

Table 21: Food Service

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Provision of vending machines for candy, soft drinks, coffee, and so forth		90		90		90		91		91		91		82		82		82		93		90		85		85
Provision of a special lunchroom, not a cafeteria, for employees who bring their lunch		56		52		51		55		50		50		64		70		67		69		66		22		22
Provision of a mobile food service		15		10		10		16		13		14		6		6		6		4		4		—		—
Employee cafeteria on the premises	198	53	319	59	317	58	188	55	201	59	201	59	10	30	14	42	13	39	52	47	51	46	52	88	52	88
For respondents with a cafeteria:	198	100	319	100	317	100	188	100	201	100	201	100	10	100	14	100	13	100	52	100	51	100	52	100	52	100
Cafeteria is company-operated		28		35		35		29		29		29		10		21		15		50		51		50		50

Table 22: Company Library

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Function of company library																										
Leisure reading		6		13		15		6		9		11		15		19		19		11		11		43		45
Technical and reference		31		51		60		30		48		61		38		54		58		46		48		77		86

Table 23: Recreational Programs

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Provision of company-sponsored recreational programs[1]		62		60		59		62		64		64		60		60		58		46		44		69		67
Provision of company-owned recreational facilities on or near the premises		16		15		15		17		18		18		15		15		15		4		4		23		23

[1]Such as athletic clubs, glee clubs, hobby groups, excursions and picnics

Table 24: Religious Activity

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents providing for religious activity with a chapel on the premises, or by permitting morning prayers at the workplace, or by providing a chaplain on staff	2		2		2		2		2		2		3		3		3		2		2		6		6	

Table 25: Other Special Services

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents providing the following special services:																										
Notary public	26		37		35		26		29		29		28		28		28		54		47		48		48	
Postal services	7		11		11		7		11		11		8		8		8		6		6		25		25	
Vacation planning and reservations	3		5		5		3		4		4		5		5		5		3		3		15		15	
Assistance in obtaining passports	4		3		5		5		6		8		—		—		—		*		*		—		—	
Assistance in obtaining various licenses	2		3		3		3		2		3		—		—		—		5		5		4		4	
Facility for paying utility bills	1		5		5		*		*		*		10		10		10		18		15		—		—	
Assistance in preparing personal income tax reports	1		3		3		1		1		2		3		3		3		6		5		6		6	
Assistance in preparing wills	*		5		5		*		*		*		—		—		—		17		17		6		6	

*Less than one percent

WORK RULES

V. Policies Regarding Absence and Lateness

Table 26: Time Keeping

Number of Respondents by Industry and Employee Group

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Method of recording employee time in and out																										
Time clock		75		16		5		79		15		5		25		4		—		26		9		7		2
Employee maintains own record		11		43		41		10		43		40		21		32		50		49		47		34		31
Time sheet signed by employee		5		24		15		4		25		13		21		24		18		24		20		20		15
Department head, supervisor or foreman maintains time record		8		13		20		6		14		22		29		36		27		2		7		29		33
None		*		1		15		*		1		17		—		—		—		—		15		5		12
Other[1]		1		2		4		*		2		4		4		4		5		—		2		5		6

*Less than one percent

[1]Includes the provision of a special timekeeper

Table 27: Absentee Rate

Number of Respondents by Industry and Employee Group

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	226	100	311	100	261	100	215	100	199	100	169	100	11	100	12	100	11	100	69	100	55	100	31	100	26	100
Absentee rate[1]																										
Under 3%		18		43		62		17		42		64		36		42		36		48		64		42		62
3%—4.9%		38		32		20		38		35		20		27		25		36		19		16		39		23
5%—9.9%		34		18		11		34		18		10		18		25		9		20		13		13		15
10% and over		11		7		6		10		5		6		18		8		18		13		7		6		—
Median rate		4.3%		3.0%		2.0%		4.3%		3.0%		2.0%		3.7%		3.0%		3.3%		3.0%		2.0%		3.0%		2.0%

[1]Respondent's estimated annual absentee rate of total absences, excused and unexcused

Table 28: Absence Without Notice

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents investigating absence without notice	245	69	411	76	393	73	221	67	228	70	217	66	24	92	25	96	23	89	112	86	108	82	46	82	45	80
For respondents with such procedure:	245	100	411	100	393	100	221	100	228	100	217	100	24	100	25	100	23	100	112	100	108	100	46	100	45	100
Number of days of absence leading to investigation																										
1		54		63		66		52		54		59		71		76		80		80		78		65		67
2		15		17		17		15		20		19		19		14		15		9		11		24		25
3		27		18		14		29		23		18		10		10		5		11		11		11		8
over 3		4		2		2		5		3		4		—		—		—		—		—		—		—
Method of investigation																										
Telephone call to employee's home		77		89		90		78		87		89		67		68		65		96		97		89		89
Home visit by company representative		9		6		5		8		6		6		17		12		9		5		5		—		—
Letter to employee's home		9		7		6		10		7		7		—		—		—		8		7		4		4
Telegram to employee's home		9		5		5		10		7		6		4		4		4		3		3		2		2
Other[1]		5		3		4		4		2		2		21		24		26		*		*		4		4
Median number of days of absence after which employee is dropped from payroll[2]	3		3		3		3		3		3		5		5		5		3		3		3		3	
Reinstatement of employee upon presentation of valid excuse		*		2		2		*		—		—		—		—		—		7		8		2		2

*Less than one percent
[1]Includes questioning employee upon return to work
[2]Responses ranged from 1 to 30 days.

Table 29: Absenteeism Reduction Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs	237	67	285	53	224	41	224	68	163	50	116	35	13	50	13	50	12	46	72	55	65	50	37	66	31	55
For respondents with programs:	237	100	285	100	224	100	224	100	163	100	116	100	13	100	13	100	12	100	72	100	65	100	37	100	31	100
Program features																										
Disciplinary procedures[1]		95		88		79		95		87		76		100		100		83		89		78		89		90
Deduction of lost time from wages		68		73		56		68		66		45		77		77		50		86		72		76		65
Referral to an employee counselor		26		25		23		26		30		28		15		15		17		18		17		16		19
Incentive programs offering rewards[2]		16		19		13		17		15		10		8		8		8		28		20		27		10
Perfect attendance certificate awards		17		12		8		18		15		12		—		—		—		7		3		8		3
Posting of individual attendance records		14		12		8		13		11		5		23		23		25		15		14		3		—
Posting departmental attendance records		9		8		6		9		8		5		8		8		8		8		8		11		3
Attendance and/or punctuality contests		3		1		—		4		2		—		—		—		—		—		—		—		—
Other		2		4		4		2		3		3		8		8		8		1		2		8		10

[1]Such as a system of oral and written warnings leading to discharge

[2]Such as cash awards, additional vacation days, unused sick pay reimbursement, preferred parking spaces, and invitations to special luncheons or dinners

Table 30: Lateness Policy

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of minutes after starting time constituting lateness[1]																										
5 and under		45		36		27		45		37		27		38		38		27		31		23		45		36
6—10		29		22		11		30		24		19		12		12		4		21		15		12		9
Over 10		7		16		11		7		10		7		12		12		4		24		19		27		20
Unspecified[2]		19		27		51		17		29		55		38		38		65		24		44		16		36
Reasons accepted for excused lateness																										
Weather difficulties		40		40		30		41		38		29		35		38		27		43		31		46		37
Illness of employee		37		35		26		37		34		25		27		31		23		39		28		36		29
Illness in the family		26		29		21		26		27		18		19		23		19		39		28		21		18
Any reasonable excuse, if not used too many times		64		64		49		63		62		47		73		77		54		70		53		59		48
Imposition of discipline for lateness	306	86	408	75	302	56	283	86	247	75	181	55	22	85	23	89	15	58	95	73	71	54	43	77	35	63
For respondents imposing such discipline:	306	100	408	100	302	100	283	100	247	100	181	100	22	100	23	100	15	100	95	100	71	100	43	100	35	100
Features of lateness discipline[3]																										
Warning or reprimand		63		69		64		63		65		55		68		78		80		75		79		72		71
Docking wages for time lost		65		43		14		67		44		10		50		48		13		37		20		49		26
Discharge, if repeatedly late		23		22		22		24		21		23		14		13		13		26		24		21		20
Affects merit rating		3		14		34		3		16		42		5		4		20		14		23		9		20

[1]Responses ranged from 1 to 30 minutes for production and operations workers, and 1 to 60 minutes for office, clerical and lower level exempt personnel.
[2]Includes respondents that have no formal lateness policy
[3]A typical step pattern consists of: (a) a warning, (b) wages docked for lost time, and (c) discharge.

VI. Time Off during Working Hours

Table 31: Lunch Period

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Lunchtime is a formal, company-designated period		87		86		82		87		89		83		89		92		92		76		73		91		91
Number of reporting respondents	316	100	512	100	495	100	291	100	307	100	292	100	25	100	26	100	26	100	125	100	123	100	54	100	54	100
Number of minutes allowed[1]																										
20		6		—		*		7		—		*		—		—		—		—		—		—		—
30		71		26		25		73		34		34		48		19		15		11		10		20		20
45		8		25		23		8		21		18		8		8		12		28		24		50		50
60		11		44		47		9		41		43		44		65		65		59		65		19		19
Other		3		5		5		3		5		5		—		8		8		2		2		11		11

*Less than one percent
[1]Whether the time for lunch is company designated or the employee's choice, responses as to the duration of this period ranged from 15 to 60 minutes for production or operations workers, and 15 to 90 minutes for office, clerical and lower level exempt personnel.

Table 32: Paid Rest Periods

Practice	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents providing paid rest periods	276	78	384	71	325	60	259	79	217	66	167	51	17	65	19	73	17	65	115	88	109	83	33	59	32	57
For respondents providing such rest periods:	276	100	384	100	325	100	259	100	217	100	167	100	17	100	19	100	17	100	115	100	109	100	33	100	32	100
Number of rest periods per day																										
1		11		15		17		11		6		7		6		6		6		26		26		34		34
2		87		85		83		87		93		92		94		94		94		74		74		63		63
3 and 4		2		*		*		2		*		*		—		—		—		—		—		3		3
Number of minutes per rest period[1]																										
10		50		28		26		53		44		44		6		—		—		10		8		12		13
15		42		66		68		39		51		52		94		100		100		81		81		85		88
Other		7		6		6		8		5		5		—		—		—		9		10		3		—

*Less than one percent
[1]Responses ranged from 5 to 20 minutes.

Table 33: Early Closing in Hot Weather Emergencies

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with work areas that are not air-conditioned	219	62	21	4	59	11	199	61	16	5	51	16	20	77	1	4	5	19	3	2	2	2	1	2	1	2
For respondents with such situation:	219	100	21	100	59	100	199	100	16	100	51	100	20	100	1	100	5	100	3	100	2	100	1	100	1	100
Plant or office may sometimes close early because of excessive heat or humidity	44	20	10	48	16	27	44	22	9	56	15	29	—	—	—	—	—	—	—	—	—	—	1	100	1	100
For respondents with such closings:	44	100	10	100	16	100	44	100	9	100	15	100	—	—	—	—	—	—	—	—	—	—	1	100	1	100
Employees are paid for this time off		21		50		56		21		44		53		—		—		—		—		—		100		100

Table 34: Early Quitting Time in Transportation Emergencies

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Employees are allowed to go home early when road conditions are hazardous or commuter lines fail	275	78	482	89	469	87	261	80	294	90	285	87	14	54	20	77	19	73	113	86	110	84	55	98	55	98
For respondents with such allowance:	275	100	482	100	469	100	261	100	294	100	285	100	14	100	20	100	19	100	113	100	110	100	55	100	55	100
Employees are paid for this time off		40		78		86		39		72		85		71		90		89		88		89		85		85

VII. Required Physical Examinations

Table 35: Preemployment Physical Examinations

Practice	Number of Respondents by Industry and Employee Group																								
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents requiring preemployment examinations	309	83	341	63	343	63	279	82	263	77	262	77	30	91	28	85	28	85	20	18	20	18	30	51	33	56
For respondents with such requirement:	309	100	341	100	343	100	279	100	263	100	262	100	30	100	28	100	28	100	20	100	20	100	30	100	33	100
New hires who must fulfill requirement																										
All		87		84		85		86		88		89		93		96		96		60		60		60		58
Only specific groups, such as:																										
Those in hazardous occupations		8		a		5		8		a		6		7		a		4		a		a		a		a
Those who might be exposed to a potentially toxic substance		6		2		3		7		3		3		—		—		—		—		—		—		—
Food handlers		3		a		2		3		a		2		a		a		a		a		a		a		a
Handicapped workers		2		1		*		2		1		*		—		—		—		5		5		—		—
Older workers		*		2		2		*		*		*		—		—		—		10		10		3		3
Vehicle drivers		5		4		4		6		3		3		—		—		—		15		5		13		12
Those with poor health records		6		7		7		6		5		5		—		—		—		20		20		27		24
Other		*		1		2		*		*		*		—		—		—		5		10		7		15

*Less than one percent
[a]Not applicable

Table 36: Periodic Physical Examinations

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents requiring periodic physical examinations	168	45	138	25	159	29	155	45	102	30	121	35	13	39	9	27	10	30	13	12	14	13	14	24	14	24
For respondents with such requirement:	168	100	138	100	159	100	155	100	102	100	121	100	13	100	9	100	10	100	13	100	14	100	14	100	14	100
Employees who must fulfill requirement																										
All		7		11		19		8		11		19		—		—		20		15		14		14		21
Only specific groups, such as:																										
Those in hazardous occupations		49		a		33		52		a		42		15		a		20		a		a		a		a
Those exposed to a potentially toxic substance		56		35		37		57		42		45		46		44		40		—		—		7		7
Food handlers		17		a		11		19		a		14		a		a		a		a		a		a		a
Handicapped workers		2		2		4		2		2		4		8		11		10		—		—		—		—
Older workers		4		9		9		5		7		6		—		—		—		15		14		21		36
Vehicle drivers		43		29		24		43		33		26		54		22		30		15		7		14		14
Those with poor health records		9		10		8		8		11		8		23		33		30		—		—		—		—
Other		2		2		2		1		2		2		8		11		10		—		—		—		—
Frequency of required examinations																										
Annually		49		45		47		47		41		42		73		60		71		56		67		55		54
Semiannually		4		4		5		4		5		7		—		—		—		—		—		—		—
Varies with age and job		34		33		32		35		33		33		18		20		14		33		17		45		46
Depends on the health of worker		5		10		8		5		11		9		9		20		14		—		—		—		—
Other		8		9		8		8		10		8		—		—		—		11		17		—		—

[a]Not applicable

Table 37: Physical Examinations after Illness

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents requiring physical examinations after illness	179	48	195	36	194	36	164	48	145	43	144	42	15	45	15	45	15	45	24	22	24	22	11	19	11	19
For respondents with such requirement:	179	100	195	100	194	100	164	100	145	100	144	100	15	100	15	100	15	100	24	100	24	100	11	100	11	100
Median number of weeks of absence due to illness for requirement to be imposed[1]	2		2		2		2		2		1		**		**		**		2		2		2		2	
Employees who must fulfill requirement																										
All	70		70		70		73		74		73		40		40		40		58		58		91		91	
Only specific groups, such as:																										
Those in hazardous occupations	4		a		2		5		a		3		—		a		—		a		a		a		a	
Those exposed to a potentially toxic substance	4		2		2		4		3		3		—		—		—		—		—		—		—	
Those with poor health records	8		7		7		7		7		6		20		20		20		4		4		—		—	
Other[2]	12		12		12		12		10		10		20		20		20		21		21		9		9	

**Insufficient response
[1]Responses ranged from 1 to 24 weeks.
[2]Includes food handlers, handicapped employees, older employees, and vehicle drivers
[a]Not applicable

Table 38: Physical Examinations at Termination

Practice	Total Number of Respondents by Employee Group					
	Nonexempt					
	Production or Operations		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%
Total Respondents[1]	374	100	543	100	543	100
Respondents requiring physical examinations at termination	14	4	17	3	17	3
For respondents with such requirement:	14	100	17	100	17	100
Type of termination involved						
Retirement		79		82		82
Discharge		57		47		53
Long-term layoff		57		41		47
Resignation		50		41		47
Leave of absence		36		35		35
Employees who must fulfill requirement						
All		50		41		47
Only specific groups, such as:						
Those in hazardous occupations		29		a		24
Those exposed to a potentially toxic substance		29		18		24
Those discharged for physical incapacity		7		—		6
Other		14		24		24

[1]Response was insufficient for presentation by industry. Results, as shown, reflect the practice in manufacturing, for the most part.
[a]Not applicable

VIII. Disciplinary Actions

Table 39: Employee Theft

Practice[1]	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	348	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Steps taken to minimize theft																										
Maintain tight inventory controls		61		43		43		59		45		45		78		68		70		32[a]		30[a]		39		39
Maintain guards at all exits		48		34		34		51		43		43		25		25		25		16		15		35		35
Require passes for packages taken from premises		49		29		30		53		45		45		15		13		13		6		6		10		10
Allow employees to borrow tools and materials for use at home		27		18		19		27		26		27		30		30		30		2		2		4		4
Inspect packages and briefcases taken from the premises		23		12		12		25		18		18		10		8		10		2		2		2		2
Search all employees leaving premises		8		3		3		8		5		4		8		3		3		—		—		2		2
Electric scan at all exits		2		2		2		2		2		2		—		—		—		2		2		2		2
Inspect all autos leaving premises		4		2		2		5		3		3		—		—		—		—		—		—		—
Respondents for whom employee theft presents a serious problem		30		13		13		29		17		17		33		18		20		6		5		6		6

[1]Policy regarding employee theft of tools, equipment, materials or company products

[a]Eight percent of the responding banks indicated a special concern for safeguarding money. Measures taken to minimize theft in banks include regular internal audits, teller rotation, and daily cash-box checking.

Table 40: Charge for Loss or Breakage of Tools and Equipment

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents that charge for loss of company tools or equipment	49	14	31	6	32	6	43	14	26	8	27	9	6	15	5	13	5	13	–	–	–	–	–	–	–	–
For respondents charging for such loss:	49	100	31	100	32	100	43	100	26	100	27	100	6	100	5	100	5	100	–	–	–	–	–	–	–	–
Basis for charge																										
Replacement cost[1]		59		48		56		55		43		53		**		**		**								
Original cost[2]		23		20		16		24		19		14		**		**		**								
Varies with value and age of lost article		18		32		28		21		38		33		**		**		**								
Respondents that charge for breakage of company tools or equipment[3]	13	4	11	2	11	2	11	4	9	3	9	3	2	5	2	5	2	5	–	–	–	–	–	–	–	–

**Insufficient response

[1]The majority of reported charges were 100 percent of replacement costs.

[2]All reported charges were 100 percent of original costs.

[3]Responses were insufficient for further breakdown.

Table 41: Disciplinary Action on Safety Rules

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents that take disciplinary action on safety rules[1]	287	83	208	40	211	40	256	84	169	55	170	56	31	78	22	55	26	65	13	10	11	9	4	8	4	8
For respondents with such discipline:	287	100	208	100	211	100	256	100	169	100	170	100	31	100	22	100	26	100	13	100	11	100	4	100	4	100
Action taken																										
Immediate discharge		1		*		2		1		1		2		—		—		4		—		—		—		—
One warning, then discharge		8		6		7		8		5		6		10		9		8		9		10		25		25
Two warnings, then discharge		41		37		36		42		37		35		32		32		31		55		50		50		50
Three to four warnings, then discharge		5		5		5		6		6		6		—		—		—		—		—		—		—
Progressive disciplinary system[2]		15		16		17		14		17		16		26		27		31		—		—		—		—
Varies with each situation		24		30		29		24		31		31		23		32		27		—		—		25		25
Other		5		5		5		4		4		4		10		—		—		36		40		—		—

*Less than one percent

[1]That is, disciplinary action beyond an informal reprimand for minor infractions of safety rules

[2]A typical pattern entails four steps: oral warning, written warning, suspension and then discharge.

Table 42: Advance Notice Given at Layoff

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	326	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	263	100	305	100	283	100	246	100	231	100	215	100	15	100	15	100	10	100	40	100	39	100	19	100	19	100
Number of days advance notice given																										
Median	5[a]		10[b]		10[b]		5		7		10		10		10		10		10		10		14		14	
Most frequently mentioned[1]																										
None		16		17		17		17		19		19								18		18				
5		21						22		17																
7														20												
10				26		25				23		22		47		47		50		30		28		32		32
14				16										20		33		30		28		28		21		16
30																								16		21

[1]Numbers listed were cited by 15 percent or more of the reporting respondents.
[a]Responses ranged from 0 to 30 days.
[b]Responses ranged from 0 to 90 days.

Table 43: Advance Notice Given at Termination

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	244	100	361	100	344	100	231	100	235	100	228	100	13	100	14	100	9	100	77	100	72	100	35	100	35	100
Number of days advance notice given if employees are discharged for reasons beyond their control[1]																										
Median	5[a]		10[a]		10[a]		5		10		10		10		10		14		14		14		14		17	
Most frequently mentioned[2]																										
5		22						23																		
10		20		32		28		19		31		26		46		43		44		35		32		34		29
14				20		18				16		15		23		36		33		27		25		20		
30						17														17		18		20		29
Number of reporting respondents	302	100	457	100	444	100	283	100	280	100	273	100	19	100	20	100	20	100	107	100	101	100	50	100	50	100
Number of days advance notice given if employees are discharged for cause																										
Most frequently mentioned																										
None		81[b]		80[c]		79[d]		81		81		79		84		85		85		75		75		86		84
1		9		9		9		8		8		8		16		15		15		14		14		4		2

[1]Such as business contractions or jobs being phased out
[2]Numbers listed were cited by 15 percent or more of the reporting respondents.
[a]Responses ranged from 0 to over 30 days.
[b]Responses ranged from 0 to 14 days.
[c]Responses ranged from 0 to 30 days.
[d]Responses ranged from 0 to 40 days.

Table 44: Advance Notice Required at Resignation

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	326	100	521	100	515	100	302	100	312	100	311	100	24	100	25	100	25	100	129	100	124	100	55	100	55	100
Number of days advance notice required																										
Median	10[a]		10[a]		10[a]		10		10		10		10		14		14		10		10		10		10	
Most frequently mentioned[1]																										
5		19						21																		
10		35		54		52		34		52		50		42		40		40		56		54		65		62
14		24		34		32		23		30		28		46		48		44		43		41		27		24

[1]Numbers listed were cited by 15 percent or more of the reporting respondents.
[a]Responses ranged from 0 to 30 days.

Table 45: Traveling on Company Business by Automobile

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents providing automobiles	121	35	220	42	309	59	85	28	99	32	166	54	36	90	33	83	37	93	57	45	69	54	31	60	37	71
For respondents providing automobiles:	121	100	220	100	309	100	85	100	99	100	166	100	36	100	33	100	37	100	57	100	69	100	31	100	37	100
Ownership of automobiles																										
Company-owned		62		67		63		51		53		49		89		91		89		77		78		71		73
Leased		45		40		47		54		56		61		22		18		22		26		28		42		46
Charge-back to employee for personal use of company automobile		29		33		40		29		30		43		28		30		27		33		35		45		46
Median rate of charge-back:																										
Cents per mile[1]		15¢		13¢		10¢		15¢		15¢		9¢		9¢		9¢		9¢		17¢		17¢		8¢		8¢
Dollars per month[2]		$20		$25		$35		**		$25		$35		**		**		**		**		$45		**		**
Respondents granting auto allowances to employees using personal automobiles	283	82	484	92	503	96	246	80	277	91	299	98	37	93	38	95	39	98	120	95	115	91	49	94	50	96
For respondents granting auto allowances:	283	100	484	100	503	100	246	100	277	100	299	100	37	100	38	100	39	100	120	100	115	100	49	100	50	100
Basis for allowance																										
Flat mileage allowance[3]		93		93		93		96		96		95		69		64		65		100		100		82		85
Graduated mileage allowance[4]		5		5		5		3		3		4		22		27		26		—		—		13		10
Other		2		2		1		1		1		1		9		9		9		—		—		5		5

**Insufficient response

[1]Responses ranged from 4¢ to 30¢ per mile.

[2]Responses ranged from $5 to $80 per month.

[3]The median rate reported by all respondents using a flat mileage allowance was 17¢ per mile in a range of 10¢ to 25¢.

[4]The following is a typical scheme for a graduated mileage allowance reported by all respondents granting such allowance: 17¢ per mile for the first 900 miles, 13¢ per mile for the next 500 miles, and 12¢ per mile for over 1,400 miles.

Table 46: Traveling on Company Business Using Commercial Airlines

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Class of fare provided																										
First class		1		3		4		2		2		3		—		—		—		6		7		—		2
Economy		84		81		80		85		84		83		81		81		80		76		76		78		74
Depends on length of trip		14		16		16		13		14		14		19		19		20		18		17		22		24
Respondents restricting numbers of employees traveling on same aircraft		13		11		14		13		14		18		13		13		13		3		3		12		15
Median number of employees allowed to travel on same aircraft[1]		3		3		3		3		3		3		**		**		**		**		**		**		**

**Insufficient response

[1]Responses ranged from 2 to 20 employees.

Table 47: Employee Waiver of Patent Rights to Inventions

Practice	Total Number of Respondents by Employee Group					
	Nonexempt					
	Production or Operations		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%
Total Respondents[1]	341	100	341	100	341	100
Provision of special payment or award per employee-inventor who waives patent rights:		11		11		16
When patent is applied for						
Median award	$100		$100		$100	
Range of awards	$1-$300		$1-$300		$1-$300	
When patent is granted[2]						
Median award	$100		$100		$100	
Range of awards	$25-$1,000		$25-$500		$25-$600	
Provision of special payment or award per employee-inventor who submits industrial property rights to ideas[3]		4		5		5
Requirement of employee patent agreements, when hired, to assign patent rights on their future inventions to company	141	41	167	49	228	67
For respondents with such requirement:	141	100	167	100	228	100
Inventions covered by agreement						
All conceived during term of employment		71		70		66
Only those conceived on the job		29		30		34

[1]The question of employee patent rights involves only manufacturers.

[2]Responses regarding awards per employee-inventor when patent proves to be a valuable asset to the company were insufficient for presentation here.

[3]These ideas are then held by the company as technological trade secrets. Responses regarding awards per employee-inventor when the idea is first submitted, or when it proves to be a valuable asset to the company, were insufficient for presentation here.

Table 48: Long Service Awards

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	226	79	425	81	420	80	229	78	240	82	240	82	37	90	38	93	38	93	101	75	97	72	46	85	45	83
Median number of years of service after which company begins to grant an award	5		5		5		5		5		5		5		5		5		5		5		5		5	

Table 49: Moonlighting

Practice[1]	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Company considers moonlighting to be a problem		4		1		1		4		2		2		4		—		—		*		2		—		—
Company discourages moonlighting		37		40		43		37		38		40		35		35		35		50		58		27		32

*Less than one percent
[1]Outside employment after regular working hours

Table 50: Loss of Seniority after Layoff

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	257	100	237	100	207	100	240	100	189	100	168	100	17	100	12	100	6	100	30	100	28	100	6	100	5	100
Number of months after layoff before seniority is lost																										
Median	12[a]		12[b]		12[b]		12		12		12		24		24		**		6		6		**		**	
Most frequently mentioned[1]																										
3																			17							
6																			27		29					
12		44		43		43		45		46		45		29		25			27		29					
24		19						17						47		50										

**Insufficient response
[1]Numbers listed were cited by 15 percent or more of the reporting respondents.
[a]Responses ranged from immediately after layoff to 66 months.
[b]Responses ranged from immediately after layoff to 60 months.

Table 51: Safety Gear

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents requiring employees to wear safety gear	332	96	193	37	255	49	293	96	160	52	213	70	39	98	22	55	33	83	4	3	2	2	7	14	7	14
For respondents with such requirements:	332	100	193	100	255	100	293	100	160	100	213	100	39	100	22	100	33	100	4	100	2	100	7	100	7	100
Items are paid for by:																										
Company only		69		69		72		68		67		70		79		77		82		100		100		71		71
Employee only		*		*		*		*		—		—		3		—		3		—		—		14		14
Company and employee share cost		30		31		27		31		33		30		18		23		15		—		—		14		14

*Less than one percent

Table 52: Incoming Personal Phone Calls

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents permitting employees to receive incoming personal phone calls at work	293	87	507	97	503	96	256	87	284	97	284	97	37	90	39	95	39	95	131	98	128	96	53	98	52	96
For respondents permitting such calls:	293	100	507	100	503	100	256	100	284	100	284	100	37	100	39	100	39	100	131	100	128	100	53	100	52	100
Rules governing incoming personal calls																										
Calls may be received at all times		29		72		76		24		69		75		68		77		80		76		75		72		77
Only emergency calls may be received		54		21		17		58		22		15		22		10		8		21		21		26		23
A pay telephone booth is provided for employees' incoming calls		9		2		2		9		3		3		3		3		3		*		—		2		2
All calls are relayed through another person or department,[1] namely:																										
Personnel department		29		7		6		34		12		9		—		—		—		*		*		4		2
Foreman or supervisor		20		6		5		22		7		6		5		3		3		2		2		11		10
Factory office		7		*		*		8		1		*		—		—		—		—		—		—		—

*Less than one percent

[1]Other than the switchboard or a centrex system

Table 53: Outgoing Personal Phone Calls

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents permitting employees to make outgoing personal phone calls at work	295	88	490	94	488	93	256	87	270	92	272	93	39	95	40	98	40	98	129	96	126	94	51	94	50	93
For respondents permitting such calls:	295	100	490	100	488	100	256	100	270	100	272	100	39	100	40	100	40	100	129	100	126	100	51	100	50	100
Rules governing outgoing personal calls																										
Calls may be made at all times		22		43		48		18		43		50		44		45		53		43		45		41		46
Calls may be made only in emergencies		44		32		28		46		32		26		31		28		18		35		34		29		28
Company phone may be used without charge to nontoll numbers only		41		64		66		38		62		63		59		60		60		71		71		63		70
Employees are charged for all outgoing personal calls on company phone		3		6		6		2		4		5		5		5		8		6		6		12		12
Pay telephones are provided for employees' use		60		31		29		66		36		32		26		25		23		16		16		53		48

Table 54: Personal Mail

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt													
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents permitting employees to receive personal mail at work	192	57	345	66	355	68	162	55	188	64	202	69	30	73	31	76	31	76	90	67	87	65	36	67	35	65
For respondents giving such permission:	192	100	345	100	355	100	162	100	186	100	202	100	30	100	31	100	31	100	90	100	87	100	36	100	35	100
How mail is handled																										
All incoming mail is opened		1		2		2		1		*		*		—		—		—		2		2		8		6
Only mail marked "personal" is delivered unopened		35		39		39		36		40		39		32		31		31		38		37		50		51
Mail that appears to be personal, marked or otherwise, is delivered unopened		64		59		59		63		60		60		68		69		69		60		61		42		43
Steps taken to discourage the receiving of personal mail																										
None		58		67		68		56		66		67		73		74		74		68		68		64		66
Talk to employees receiving personal mail		30		20		19		33		23		23		13		13		13		18		16		14		14
Statement in employee handbook		7		10		9		8		7		5		3		3		3		12		13		25		23
Bulletin-board notices posted		2		1		1		2		2		2		—		—		—		1		1		—		—
Memo distributed from time to time		5		5		5		6		5		6		—		—		—		7		7		—		—

*Less than one percent

Table 55: Charity Solicitations

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents permitting employees to solicit funds for charity during working hours		10		10		11		9		10		10		15		18		20		9		9		12		10
Respondents conducting solicitations among employees to be donated in an aggregate amount	278	80	441	84	434	83	241	79	245	80	246	80	37	93	36	90	36	90	115	91	108	85	45	87	44	85
For respondents conducting such solicitation:	278	100	441	100	434	100	241	100	245	100	246	100	37	100	36	100	36	100	115	100	108	100	45	100	44	100
Employee contribution may be made:																										
All at once in cash or by check		76		77		77		74		74		74		89		89		89		80		80		76		77
Through payroll deductions		95		95		95		95		95		95		97		97		97		94		94		98		98
By working a nonscheduled day and donating the pay		2		2		2		2		2		2		3		3		3		*		*		—		—
Company also contributes to fund		87		87		87		87		85		85		92		94		94		86		85		93		93

*Less than one percent